

URBAN/MUNICIPAL

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1993

MINUTES OF THE OPERATIONS
AND FINANCE COMMITTEE

SEPTEMBER 1993-

OPERATIONS AND FINANCE COMMITTEE



URBAN M
OCT 1993
GOVERNMENT DOCUMENTS

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THE
FEDERAL GOVERNMENT
OF CANADA

1975

ANNUAL REPORT OF THE GOVERNMENT

1. The Government of Canada is pleased to present to you the Annual Report of the Government for the year 1975.
2. The Report contains information on the activities of the Government and the results of its policies.
3. The Report also contains information on the activities of the various departments and agencies of the Government.
4. The Report is a summary of the work of the Government and is intended to provide you with a general overview of the Government's activities.

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**MINUTES OF THE
OPERATIONS AND FINANCE COMMITTEE
1993 09 07**

Present: Trustees Johnston (Chairman), Desmarais, Korz, Orban, Rodgerson, Rogers and Cunningham.

Also

Present: Trustees Allen, Bishop, Darby, Hicks, Lowe, Mason, Mulholland and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
E. Bond, Superintendent of Program
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Area 1
N. Nicholls, Superintendent of Schools - Area 2
R. Binns, Superintendent of Schools - Area 3
P. Gillie, Superintendent of Schools - Area 4
G. Rutledge, Controller

Dr. Johnston called the meeting to order, noting regrets for not attending were received from Mr. Stewart.

Moved by Canon Rogers:

That the minutes of the 1993 06 08 regular meeting and special meetings of 1993 05 17, 1993 05 18 and 1993 06 30 be approved. **CARRIED.**

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Verbal Update from the
Officials regarding City
Hall Levy Payments to
the Boards**

Mr. Shewfelt indicated that a report will be presented following discussion of this issue by City Council in late September.

Moved by Canon Rogers:

That the verbal update regarding the City Hall Levy Payments to this Board be received for information **CARRIED.**

**Report from the Officials
re School Trip Guidelines**

Mrs. Nicholls and Mr. K. Bain (Area 2 Supervisor) presented the report and the rationale for changes to the original wording of the guidelines. Members were apprised that the words "**per day**" had been inadvertently omitted from the first sentence of recommendation #6 in the report.

Trustees were concerned about the viability of a \$50 per diem limit, especially for out-of-country trips. Mrs. Nicholls explained that amendments to Operating Procedure 19 include a 12-month time line for planning overseas trips which would ensure that principals had adequate fund raising time to meet the trip's financial requirements. She added that the Principals are satisfied with this provision.

Mr. Hicks was assured that these guidelines will not restrict participation in championship athletic events.

A discussion followed about the burden of numerous fund raising events during a poor economy; however, Mrs. Nicholls maintained that this is a matter for each school to determine.

Mr. Desmarais requested that supervision requirements for canoe trips (1:8 ratio) within Operating Procedure 19 be

reconsidered. From his experience with Boy Scouts of Canada, Mr. Desmarais maintained that this ratio provided insufficient adult supervisors.

Mrs. Bishop recalled a Board policy which recommends that fund raising not rely on the sale of junk food.

In making the following motion, Miss Cunningham requested that consideration be given to Mr. Desmarais' concerns.

Moved by Miss Cunningham:

That the Report from the Officials on the results of system input regarding School Field Trip Guidelines be received for information and the revised guidelines be approved for implementation effective the 1993/94 School Year. CARRIED.

Report from the Director
re Restructuring Fund

Mr. Goodridge indicated a letter of intent will be forwarded to the Ministry to apply for the \$187,891 by the 1993 09 30 deadline advising that the Board will determine how those funds are to be utilized. The Ministry has agreed to extend the time lines for this decision.

Mr. Mulholland suggested that the Board request this money be applied against the Board's Social Contract reduction target. When Mr. Hicks asked that areas of "amalgamation" which are under consideration be noted in the letter to the Ministry, Mr. Goodridge stated his intention was not to be definitive in that letter. A report to the trustees in October will provide consensus from Senior Management on the appropriate use of this money. Trustees cited other areas for consideration: centralizing accounting functions with other Boards, Adult Continuing and Basic Education, electronics for the Integrated Information System, duplication of services between Boards, common purchasing agreements and transportation.

When Mrs. Lowe urged trustees to take the initiative relative to the amalgamation of boards, Mrs. Bishop commented on the difficulty of this direction in view of the multi-levels of bureaucracy within our community. Both she and Ms. Orban expressed concern about the initial negative economic impact of this situation on the Hamilton taxpayer.

Moved by Mr. Mulholland:

That the Director of Education and Secretary send a letter to the Minister of Education and Training regarding the Restructuring Fund which was reduced from \$1,777,262 to \$187,891 and suggest that this Board will not accept that grant but request that it be deducted from the Board's Social Contract target.

Miss Cunningham remarked on the difficulty this represented due to the number of employee groups who have been allocated target reduction figures; however, she felt this suggestion could receive further consideration.

Moved in amendment by Mr. Desmarais:

That this issue be referred to the officials for consideration.

Mr. Desmarais explained his amendment was to ensure these funds were not "lost".

Mr. Mulholland maintained his motion fulfils the criteria stated within the report. He believes the issues of Social Contract and restructuring are closely aligned in their intent to reduce costs.

Mr. Mulholland countered Miss Cunningham's comments that this amount could come off the total reduction target and should not complicate the calculations for the individual employee groups.

Mr. Darby opposed both the motion and referral, preferring to wait for the Director's report on options.

The amendment was put to a vote and was LOST.

Prior to the vote on his motion, Mr. Mulholland reminded members that government funding is all taxpayers' money. He felt that as restructuring is an internal function, the Board does not need these funds to accomplish that goal.

The motion was put to a vote and was LOST.

Moved by Ms. Orban:

That the Report from the Director regarding the Restructuring Fund be received for information. CARRIED.

Update from the Officials
regarding OHIP and Third
Party Billing:
Program Implications

Miss Bond introduced Mr. Bryan Schofield, Coordinator, Adjustment Services, who reviewed the report.

When Ms. Orban noted the report did not address her concern about student absenteeism and the requirement for a medical certificate, Mr. Schofield responded that the Education Act stipulates a note from the parent would suffice and this has been Board practice.

Mr. Hicks stated his understanding that physicians can charge for a medical report following a major injury. While indicating such was not his understanding following consultation with the medical community, Mr. Schofield offered to further investigate this possibility.

Mrs. Bishop asked that Appendix D regarding Missed Examinations be amended to remove the ambiguity related to the clause "or the school would have to pay". Mr. Schofield explained this relates to validation by the school of a student's absence for medical reasons and assured her the wording would be clarified.

It was agreed:

That the Report regarding the Ontario Health Insurance Plan (OHIP) and Third Party Billing: Program Implications be received for information. CARRIED.

NEW BUSINESS:

**Interim Financial Status
Report - 1993 07 31**

Ms. Polidori, Manager, Financial Services presented the report.

Mr. Shewfelt informed Mr. Hicks that no directives have been issued this year to reduce spending for budgetary purposes. Through the Budget Advisory Group membership and Standing Committee meetings, Senior Management believes the system is aware of the financial difficulties facing the Board which reinforces the message of limited resources. He remarked that Senior Management will address this and attempt to ensure there is no deficit.

Miss Cunningham verified that interest earned on the Mill Rate Stabilization Reserve remains within the Reserve. In response to her question, Mr. Shewfelt explained that the government's "claw back" of grants may create problems in terms of cash flow. Should forecasting indicate a serious problem, it would be brought to trustees' attention. He noted that the Ministry's target of a \$9.2 million reduction will have been achieved by 1994 03 31, with 40% achieved by 1993 12 31. Miss Cunningham agreed with Mr. Hicks that a message of restraint should be sent out to the system.

Responding to further questions, Mr. Shewfelt indicated other factors to consider include: a) the government withholds 7% of our entire grants until their financial year end and b) grants received from January through to March are received at last year's grant rate. Reminding the members that the Superintendent of Finance and Treasurer has authority to establish a Line of Credit up to \$15 million, Mr. Shewfelt reported that preliminary indications show that Line of Credit may not be sufficient. Mr. Shewfelt expressed particular apprehension about the implications of quarterly City levy payments, stating an additional million dollars of interest charges may be incurred through increased use of our Line of Credit.

Mr. Shewfelt acknowledged that while borrowing is a "fact of life", he anticipated increased external borrowing and charges. Recalling similar statements in the past, Mr. Mulholland maintained that examination of expenditures will again result in a surplus at year's end. He believed that this is a "red flag" of caution to emphasize added financial problems.

Moved by Mr. Darby:

That the Interim Financial Status Report - 1993 07 31 be received for information. CARRIED.

Proforma Budget (1994,
1995, 1996)

Ms. Veerman, Budget Manager, presented the report.

To avoid distortion of the percentages, Mr. Shewfelt advised that no figures relative to the Social Contract were included at this time. After 1993 09 30 there will be more concrete facts to discuss the \$9.2 million reduction target.

Remarking that Salaries and Wages totals include Casual employees, Miss Cunningham requested Casual staffing figures be separated out to indicate areas where casual staff is utilized. She anticipated that the Social Contract will impact tremendously in Lines 1 and 2. While stating her appreciation for the work involved in this report, Miss Cunningham expressed her increasing opposition to Proforma budgets; she preferred the system to be more accountable by justifying their expenditures.

Mr. Korz commented on the expansion of debt charges as "sobering" and wondered if Lines 1 and 2 would "flat line" with the Social Contract.

Mr. Shewfelt observed that increased enrolment and recognition of existing conditions in various employee contracts would also affect these Lines.

Mr. Shewfelt refuted Ms. Orban's statement regarding a practice of 5% overbudgeting.

Believing the system must justify budgets on "need" rather than "want", it was

Moved by Mrs. Rodgerson:

That a Mill Rate of 0% for 1994 be established and referred back to the Officials for further consideration.

It was clarified for Mr. Mulholland that pay increases for staff earning \$30,000 or more will only result through promotion, increment adjustments are frozen. Referring to page 31, Mr. Mulholland questioned increases in total expenditures if salaries are frozen.

In explaining the increase, Mr. Shewfelt noted the 1993 approved budget total expenditure of \$285 million versus the Proforma Budget estimates of \$279 million for 1994. The major items include: a) Transfer to Reserves, b) the debt charge increase from \$2.5 million in 1993 to nearly \$9 million in 1996 and c) effects of Provincial Sales Tax on Benefits. Mr. Shewfelt stated that the Proforma Budget is a three-year planning document, based on "limited information" and upon which trustees are requested to give direction to Senior Officials.

By way of explanation, Mr. Shewfelt stated that a) the Transfer to Reserves of \$7 million consisted of \$5.7 million for the Mill Rate Stabilization Reserve and \$1.78 million for the Restructuring Reserve; he acknowledged that the \$1.78 million is "receivable from the government" and had been included in the 1993 budget based on expectation, b) Senior Management

may consider strategies to reduce debt charges based on this evening's comments and c) of a \$22 million Employee Benefit budget, Statutory Benefits amount to \$16-17 million over which the Board has no control.

Mr. Hicks, agreeing with Miss Cunningham's comments about the Proforma Budget, offered that now was the time for long term planning, i.e. project the percentage increase to taxpayers over the next three years, especially since salaries and wages will be stabilized. He then asked whether officials were a) seeking direction regarding only a one year projection, b) asking the trustees to use the Mill Rate Stabilization all in one year rather than over a period of time and c) asked their comments on the projected 10% increase in 1995.

Stating Senior Management's empathy with what the Board is experiencing, Mr. Shewfelt reviewed how the Mill Rate for 1994 was established, noting that a \$3 million reduction in Lines 1 and 2 is apart from Social Contract reductions.

Mr. Hicks reiterated his concern to better understand what officials are planning in Board financing and asked about recommendations.

Mr. Goodridge replied that any recommendations could be interpreted as officials controlling the debate and negating the trustees' decision process. Referring to concerns related to the Mill Rate Stabilization Fund, he emphasized that Senior Management feel that these are trustee decisions. Once a decision is made, Senior Officials will report on its implications. Mr. Goodridge stated his desire to keep the Social Contract and budget separate.

Remarking that trustees could not make such a decision in 15-20 minutes, Mr. Hicks called on the Chairman of Board to schedule some information workshops as soon as possible to facilitate that decision process. He considered there were many "pluses" coming over the next two-three months, i.e. a freeze of 80% of the Board's budget, the restructuring plans, etc. which will permit the Board to do some long range planning and suggested it was critical to develop more than a one-year plan. He suggested that the motion not be voted upon at this time.

Both Mr. Goodridge and Miss Cunningham conceded the current situation could present some opportunities. Stating the Board could not ask taxpayers for an increase, Miss Cunningham suggested that the Superintendents of Schools work with school staff to produce a realistic budget with reduced totals. She also remarked on factors such as the Social Contract and staffing dates that have implications for budget. Miss Cunningham adamantly opposed the use of the Mill Rate Stabilization Reserve in an election year to facilitate a 0% budget, considering it to be a "total deception". She indicated her agreement with the suggestion of a workshop.

Trustees generally approved the proposed workshop, with the following suggestions:

- a) discussion with the principals first for grassroots input (currently done through the Budget Advisory Committee)
- b) long range planning, including use of the Mill Rate Stabilization Reserve fund over the next few years

Mr. Korz advocated care in a workshop situation to avoid any decision making.

Relative to the Social Contract, Mr. Shewfelt explained that by March a \$9.2 million reduction in grants will have taken place. The government has given Boards three years to permanently reduce their Expenditure side of their budget by an equal amount, i.e. reduce \$214 million (Line 1) by \$9.2 million by March, 1996.

Mr. Mulholland briefly questioned whether this Proforma reflects figures brought forward in previous Proforma Budgets. Without last year's projections, Mr. Rutledge could only indicate that projections were based on increments and upgrades, across the Board increases already agreed to, enrolment changes and reductions in staff.

Mr. Hicks indicated his desire to refer this motion to the officials. A discussion ensued about the wording of the motion and the desired timing of such a meeting. Suggestions included both a separate workshop meeting or one held in conjunction with the regular meeting in October.

Moved in amendment by Mr. Hicks:

That the following motion be referred to the next regular meeting of the Operations and Finance Committee or special meeting called for the purpose of discussing the Proforma Budget 1994/95/96, not later than 1993 10 15.

- a) That a Mill Rate of 0% for 1994 be established and referred back to the Officials for further consideration.

Mr. Hicks stated he would leave to the discretion of the Chairman whether a workshop format was incorporated into the meeting.

Miss Cunningham suggested that budgeting be considered from the point of view of the number of pupils in a school, accountability and living within amounts of money we are given.

The amendment was put to a vote and was CARRIED.

Roof Leaks/Asbestos
Problems - Education
Centre

Mr. Allen spoke of the need for immediate and permanent resolution to the continuing problem of roof leaks at the Education Centre.

The Chairman called for and received the necessary two-thirds to consider this added agenda item.

Moved by Mr. Allen:

That a comprehensive analysis on the condition of the Education Centre roof, advising how quickly and at what cost the leaks can be completely repaired and the implications if no action is taken be brought back to the October meeting of the Operations and Finance Committee.

CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Ms. Orban:

That the recommendations of the Director of Education be approved.

CARRIED.

World Health Organization Questionnaire

Moved by Ms. Orban:

That permission be granted to Dr. Alan King, Queen's University, to administer the World Health Organization questionnaire to students in two classes at R. A. Riddell School and one class at Sir Allan MacNab Secondary School, in October 1993.

Ms. Rodgeron asked that trustees receive a copy of the survey; Ms. Orban was assured that, as a participant, the results of the survey would be received by the Board.

Please note: Copy of survey placed in Trustees' Office.

The motion was put to a vote and was **CARRIED.**

The meeting then adjourned.

Read and confirmed,

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Chairman

OPERATIONS AND FINANCE COMMITTEE



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ELEMENTARY/SECONDARY

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**MINUTES OF THE
OPERATIONS & FINANCE COMMITTEE
1993 10 12**

Present: Trustees G. Korz (Chairman Pro-Tem), Desmarais, Orban, Rodgeron, Rogers and Cunningham.

Not

Present: Trustee Johnston.

Also

Present: Trustees Bishop, Darby, Hicks, Hill, Lowe, Mason, Mulholland, Stewart and Wilson.

Officials

Present: D. Goodridge, Director of Education and Secretary
P. Shewfelt, Superintendent of Finance and Treasurer
R. Binns, Superintendent of Human Resources
P. Gillie, Superintendent of Administrative Services
R. Orlando, Superintendent of Plant
M. Quinn, Superintendent of Schools - Areas 1 and 3
G. Rutledge, Controller
S. Rogers, Assistant to the Secretary

The Chairman Pro-Tem called the meeting to order, noting regrets for not attending were received from Trustee Johnston.

Moved by Canon Rogers:

That the minutes of the 1993 09 07 meeting be approved.

CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

**Update from the Officials
regarding City Hall Levy
Payments to Boards**

In identifying Pages A1-A4 as a report presented by the City Treasurer to City Council, Mr. Shewfelt apologized for not being able to include the attachments in the early agenda delivery. He was pleased to advise that there will be no change in the City's practice of monthly payments to the Boards. It is his belief that the City's report and recommendation reflect increased cooperation between the City and Board officials.

Miss Cunningham publicly commended the City politicians and officials as well as the Board officials for their cooperation in resolving this situation to the benefit of the taxpayers.

Moved by Miss Cunningham:

That the Update regarding City Hall Levy Payments advising that the City of Hamilton will continue its present practice of monthly levy payments to Boards be received for information.

CARRIED.

**Report from the Director re
Restructuring Fund**

Mr. Goodridge presented this report advising that the proposed use of the Restructuring money as outlined in his letter to the Ministry is subject to Board approval.

Trustees queried at length the \$50,000 allocation for a substitute employee management system. This computer program is presently in use at other Boards to manage

placement of casual staff in temporary vacancies. In the ensuing discussion, members were advised of the following information relative to the capabilities of this system:

- a) operates 24-hours a day and requires the use of a touch tone telephone to communicate with the system
- b) identifies, based on programmed data, the best qualified individual available for the vacancy (data can be programmed to highlight areas of expertise, rather than a selection being made based on seniority)
- c) continues to call until vacancy is filled with an affirmative response for the duration of the vacancy.
- d) can handle "unlimited" incoming and outgoing calls
- e) greater speed and efficiency saves time for principals/department heads in arranging replacement staff. A principal can call the system and be advised of his casual staffing and their timetabling for the next day.
- f) potential savings relative to the collection of data for monthly reports on casual staffing

Recalling the excellent interviewing process now in place for occasional teacher staffing, Mrs. Bishop believed that this type of system will be dependent upon a very sound evaluation of casual staff. She also emphasized that particular attention must be given to specialist teachers to ensure that "what they have on paper is equal to their fluency in that subject"; in particular, she referred to French teachers.

Believing this to be a broader issue of supervision and evaluation within our organization, Mr. Goodridge responded that the Superintendent of Human Resources will be presenting a report on the on-going supervision and evaluation of staff at the appropriate time. As a general statement, he agreed that an evaluation process was required.

Several trustees expressed concern about a machine identifying "the best teacher for the class" and how the program could be implemented to consider areas of expertise, prior experience within that school/subject, etc. In response to questions about casual staffing, Mr. Binns indicated that there are approximately 225 secondary and 400 elementary casuals on our list who are presently contacted about assignments by board employees.

Ms. Orban indicated her preference for these funds to be placed toward a Student Attendance System. Mr. Korz, while noting this was an excellent suggestion, remarked on the difficulty of considering many such alternatives. Ms. Orban stated she would raise this issue later during the discussion.

Citing the priority of the Integrated Information System to this Board, Miss Cunningham questioned the \$120,000 allocation towards the Financial Information System when the Board and trustees are relying heavily on the IIS. She stated she wanted any surpluses from these amounts to be used for priorities of the Board such as IIS and retraining.

Mr. Goodridge explained that, upon approval, these amounts would be placed in these individual accounts and spent for the purpose as outlined.

Moved by Mrs. Rodgerson:

That the Report from the Director re Restructuring Fund be received for information and the following recommendations approved:

a) That \$50,000 be allocated to a substitute employee management system to complement our Employee Information System.

b) That \$120,000 be allocated towards the Financial Information System.

c) That \$18,000 be allocated to retraining Site Leaders (Plant Department) as outlined in the Workload Study, Plant Department.

Ms. Orban viewed the F.I.S. as the beginning of the amalgamation of services among boards to reduce duplication. Relative to the networking capabilities of the Financial Information System, Mr. Goodridge advised that this particular stage does not include this capacity. He did note that dwindling resources will mean sharing not only among Boards but other levels of government. He confirmed that a "clause update" would be included in computer program purchases.

Mrs. Rodgerson agreed to a request that this motion be voted on by individual clauses before remarking on her concern about the "message we are sending" when funds are not being allocated to the IIS. Commenting that the IIS has been promised for a long time, she wondered if additional funds would facilitate its completion.

In response, Mr. Goodridge agreed that this amount (\$187,000) could have been folded into the IIS, but officials wanted to take advantage of these funds to meet these three specific needs. In terms of the IIS, he stated that this is an area of concern which is under review, and has become the responsibility of Superintendent Gillie. While not able to project a time line for full operation of the IIS, he stated a report would be shared with the trustees about the present status of the IIS - "where we are and where we are going".

When Mrs. Rodgerson questioned F.I.S. expectations for 1994, Ms. Gillie explained that the current computer systems cannot share information across the system. This funding would facilitate examination of software to achieve FIS needs. She hoped that forms and Supply and Equipment Requisitions (SERs) could be implemented during 1994.

In response to Miss Cunningham's query regarding responsibility for the purchase of computer equipment and budgeting for IIS, Mr. Goodridge responded Ms. Gillie is

the Supervisory Officer responsible for this project. He further elucidated for Miss Cunningham that identifying clear lines of responsibility does not take away from individual input in decision making nor from the role of managers and their responsibility to deliver.

Canon Rogers was supportive of the three directions for spending the restructuring money. Should there be an excess of funds in any one of the three areas, he suspects the extra funds would be placed in an area of deficit.

Stating he wanted these funds applied against our Social Contract debt, Mr. Mulholland sought further information relative to the retraining of Site Leaders. He was not satisfied with Mr. Orlando's response that retraining would enable Site Leaders to become conversant with new products, procedures and practices as recommended by the consultant. In the belief that the qualifications for the job of Site Leader remain unchanged and that these employees are capable, Mr. Mulholland questioned an \$18,000 expenditure for retraining of the Site Leaders and indicated he would vote against clause c).

When Mr. Stewart expressed concern that voting against one of these clauses would result in the loss of these funds, Mr. Goodridge clarified that the Board is in receipt of the money and allocation would be based on Board approval.

Clause a) was put to a vote and was CARRIED.
 Clause b) was put to a vote and was CARRIED.
 Clause c) was put to a vote and was LOST.

Relative to the funds for Clause c), Mrs. Hill suggested that they be placed toward the energy efficiency lighting program in schools.

Moved by Miss Cunningham:

That the balance of money not used (\$18,000 originally allocated for retraining Site Leaders [Plant Department]) be applied to the Financial Information System as well as any surplus funds from the \$50,000 allocation in Clause a).

Mr. Mulholland spoke against this motion, stating that his earlier remarks questioned the amount of \$18,000. He maintained that this money should remain in the Plant Department for retraining.

Moved by Mrs. Bishop:

That the motion be referred to the officials.

CARRIED.

Moved by Ms. Orban:

That the officials investigate the possibility of a Student Attendance System to track student absenteeism at a cost saving to the Board in terms of efficient communication and efficient use of secretarial time, with a report being

presented to the December meeting of the Operations and Finance Committee.

It was noted that a two-thirds majority vote would be needed; the necessary majority was not received to consider this new issue.

Report re Education Centre Roof Leaks

Mr. Orlando presented the report.

Moved by Mr. Mulholland:

That the Report regarding the Education Centre Roof be received for information and the following recommendations approved:

a) That day-to-day maintenance (Phase 1) continue at an annual estimated cost of \$3,000 until funds are approved for a major roof replacement.

b) That the addition of a roof replacement project for the Education Centre be included in the Board's Long Range Roofing Program to be identified in the Director's 1994 Accommodation Report, commencing in 1994 and being phased in over three years.

Mr. Hicks confirmed that this roof replacement project would be included in the Accommodation Report and considered in the budget with other priorities.

Mr. Orlando responded to questions regarding the duration and severity of the leakage problem before acknowledging that replacement of the Education Centre Roof is not presently in the Major Roofing Program as it had been hoped this expenditure could have been delayed until 1996 or 1997.

When Mr. Stewart asked if this project would be tendered to find the most efficient and cost effective method to repair the roof, Mr. Orlando replied that specifications would be drawn up and submitted for tender to obtain competitive prices.

Mr. Desmarais cautioned against waiting until 1996 as a lot more damage could occur.

Mr. Shewfelt, in reply to Mr. Mulholland's query, stated that he considered approval of this recommendation as a commitment to further review along with other priorities in the Accommodation Report based on available resources. He added that funds from the Capital Reserves could be utilized.

The motion was put to a vote and was CARRIED.

Proforma Budget 1994/1995/1996

Mr. Shewfelt presented the Proforma Budget Report. He emphasized the need for continual awareness about the impact that financial decisions have upon the 1995 and 1996 budgets. In profiling the Fixed Expenditures (Page 18) he

advised that these figures warrant further examination and a detailed report would be forthcoming. Under Variables he indicated that this "flat lining" is the minimum requirement. Relative to Revenues (Page 19), Mr. Shewfelt observed the "reasonably high" margin for error in forecasting 1994 General Legislative Grant income given the economic conditions and the government's plans for education.

Based on present information, the Mill Rate Levy is pegged at \$167 million or 4.3% increase; however, he added this percentage does not correspond to the \$5,000 assessed home. He drew attention to the notes on Page 20, stating the Social Contract has no impact on the Mill Rate due to an offset.

Mr. Shewfelt then proceeded to review the mandates outlined on Page 21. For 1994 he anticipated that the mandate for senior management would be to either reduce expenditures, increase revenues or a combination of both - for a total of \$7.5 million for this year, with a view to long term planning to begin a process to address 1995 (\$17 million) and 1996 (\$28 million).

It is Mr. Shewfelt's intent to bring a detailed analysis of our assessment base and the impact of pooling cuts.

Mr. Korz urged trustees to address their remarks to the task of establishing a budget mandate for officials.

Moved by Mrs. Hill:

That the Mill Rate increase for 1994 be established at zero percent and be referred back to the officials.

Citing the downsizing which has occurred in the past years and the current wage freeze, Mrs. Hill questioned the continued increase in Line 1 (\$208,980,862).

Mr. Shewfelt advised that this increase includes a) wage settlements from 1993 that impact in 1994 and beyond, b) enrolment requirements [two new schools opening in 1994], and c) adjustments for salaries. When the estimates are brought back, he will detail the mathematics of negotiated settlements, i.e., four month factor versus one year and rest of following years.

When Mr. Korz inquired of Mrs. Hill's intent relative to the Mill Rate Stabilization Reserve (MRSR), Mrs. Hill revised her motion to include:

That the inclusion of funds from the Mill Rate Stabilization Reserve not exceed one-third of the Reserve's total.

When Mr. Shewfelt explained the projected decrease in General Legislative Grants, Mrs. Rodgers commented that lowered enrolment could affect accommodation requirements when reconsidering capital expenditures in the

Accommodation Report this November.

Mr. Desmarais remarked that, for clarity, the reference on page 20 regarding the Social Contract should read "\$9.2 million **per fiscal year**".

Relative to the debt charge increases and the proposed alternatives, Mr. Shewfelt confirmed for Mr. Hicks that all approved Accommodation Report recommendations have been included in the calculations as well as their impact over the next three years.

Mr. Goodridge advised Mr. Hicks that should the trustees approve a zero percent Mill Rate, officials would have no alternative but to consider program cuts. Mr. Hicks then remarked on the importance of getting this information to the system stakeholders in Phase 2.

Mr. Shewfelt clarified that senior management will first consider strategy. In Phase 2, the issue of the Social Contract will be incorporated and a collaborative process with all stakeholders in the system will commence.

When Mr. Hicks continued to emphasize the need to share the zero percent mandate and "the tough situation", Mr. Goodridge stated that it had been clearly indicated that management considers stakeholders' involvement as essential. Mr. Goodridge also commented on the need to keep the two issues of Proforma and Social Contract separate until the \$9.2 million permanent saving is achieved, while understanding how they will eventually dovetail.

In view of the possibility of program cuts, Mr. Hicks suggested that trustees must understand the program priorities from a public viewpoint.

Mr. Hicks then asked if reports coming back from the officials would contain single year recommendations or three year-and-beyond recommendations, particularly on "big ticket items".

Mr. Goodridge considered the alternatives would be for officials to: a) outline specific recommendations for the trustees or b) define parameters within which trustees could make a decision. He believed that trustees will be given the best information on a more-than-one-year basis in "delicate" situations. Mr. Goodridge's opinion was that trustees have to make the decisions based on alternatives, as provided in the Proforma Report. Unless a distinct motion directs him to do otherwise, Mr. Goodridge intends to continue to balance the appropriate information within the context of long range planning, if possible, while respecting the role of trustees.

Canon Rogers was supportive of a three-year outlook but not of the 0% mandate, terming it to be "too great". He suggested a 2% increase in 1994 with the funds from the MRSR being used in the "more difficult years" of 1995 and

1996.

Miss Cunningham strongly supported the recommendation for a zero percent increase stating it was time that all stakeholders realize that the taxpayer can no longer afford increases given the high unemployment and welfare rolls, the increasing numbers of retirees on fixed incomes and the Social Contract. Relative to the Social Contract targets, she remarked that it is "disheartening and a tragedy" that most of this amount will be saved through cuts to employee staffing. Similar to Mrs. Hill, Miss Cunningham questioned why there was not a dramatic reduction in Lines 1 and 2. Miss Cunningham agreed with Mr. Hicks relative to the need to "get out in the system". She believed that the message to all stakeholders, and particularly principals, must be an emphasis on the need to become responsible for developing budgets "from a businessman's stance" of working within limited resources. Relative to the possibility of "vertical" cuts, she urged that the officials recommend program cuts that will be the least harmful to the system.

Ms. Wilson wondered about the impact of a zero percent increase on the quality of education. In reply to her query about where a \$7 million reduction could be achieved, Mr. Korz indicated that officials will bring impact reports back to the trustees on where cuts could be made.

Ms. Wilson expressed concern about the impact on Lines 1 and 2 and that revisiting the Accommodation Report could also impact on students if it results in the cessation of proposed expansions to schools. She was supportive of budget management by principals who could identify areas of reduction that would not impact on students.

Mrs. Rodgerson emphasized that trustees must aim for a zero percent budget as a starting point even though, ultimately, the budget increase may be higher. She questioned how the Board could justify an increase when 80% of the budget is "frozen" due to the Social Contract.

When Ms. Orban asked whether the intent was to "aim" for 0% or go to 0%, Mr. Korz reminded her that officials will bring back proposals to meet the zero percent, but that many changes occur during the budget process. She urged officials to provide specific recommendations for program cuts with the affect on students, not just alternatives or impact statements.

When asked about the Director's Restructuring Plan to save money, Mr. Korz advised that the report would come to trustees in November.

Mrs. Lowe welcomed the opportunity to re-examine the \$63 million, 5-year capital expansion program within the Accommodation Report with a view to reducing debt charges.

Moved by Mrs. Mason:

That the question be called.

CARRIED.

In clarifying earlier statements, Mr. Shewfelt assured trustees that there will be absolute and full disclosure of information, both public and in-camera, relative to Lines 1 and 2 and an accounting for every staff member.

The motion as follows was voted on and CARRIED:

That the following motion be approved and referred to the officials:

a) That the Mill Rate increase for 1994 be established at zero percent and that the utilization of funds from the Mill Rate Stabilization Reserve to achieve this mandate not exceed one-third of the Reserve's total.

When Mr. Hicks attempted to make further comments; Mr. Darby objected, noting that others would also like to comment further.

It was agreed:

That the Report on Proforma Budget 1994/1995/1996 be received for information.

Annual Report - Freedom of Information

Ms. Baxmeier presented the report.

Moved by Miss Cunningham:

That the Annual Report on Freedom of Information be received for information and the following recommendations approved:

a) That comprehensive retention schedules which identify the length of time that records of the Board must be legally retained be drafted by the FOI Coordinator by October, 1994.

b) That the Freedom of Information Coordinator report back to this committee on related FOI activities in October, 1994.

Miss Cunningham commended Ms. Baxmeier's work in this area.

The motion was put to a vote and was CARRIED.

Referring to Clause b), Mr. Goodridge advised that, whenever possible, reports will contain an indication of when a future report is expected to be presented.

Update re Natural Gas Consortium

Mr. Orlando presented the report relative to the dissolution of the multi-Board Consortium and the Natural Gas Buy/Sell Agreement.

Moved by Mrs. Bishop:

That the Report regarding the dissolution of the Consortium to Buy\Sell Natural Gas be received for information.

Relative to energy conservation, Mrs. Bishop urged that maximum temperatures for rooms, hallways and gymnasiums be investigated and information brought back to trustees as to when such conservation will take place.

The motion was put to a vote and was CARRIED.

Request for a Report on
Pupil Suspensions -
requested by Trustee Bishop

Stating her request does not emanate from a particular concern about any one school or incident, Mrs. Bishop requested that an annual report on suspensions be presented to the Board. Stating there is increasing concern in the community about discipline, she also believed this would provide an opportunity to review the Board's Discipline Policy as well as to discuss discipline in a broader sense.

Responding to queries by members about available information and the time to compile such a report, Mr. Goodridge advised that he receives a copy of each suspension letter but there is no report prepared containing the information requested by Mrs. Bishop.

Mrs. Bishop assured the members that she anticipated a "high level" summary-style report, indicating the number of suspensions, length of suspension and the school as well as overall trends and alternative models for suspensions. There was no desire to get into details of names or the reasons for the suspension, nor was it her intent to compare schools, principals or socio-economic areas within the City.

Miss Cunningham envisaged and was supportive of a summary report, broken down into months similar to the staffing report, but was not enthusiastic of comments relative to "principals could use other models". Citing staff reductions and the impact of "Rae days", Miss Cunningham cautioned against requests for detailed reports.

Moved by Mrs. Bishop:

That a Report on Pupil Suspensions be presented annually to the Board.

CARRIED.

Report of the Special
Education Advisory
Committee

Moved by Miss Cunningham:

That the following Report of the Special Education Advisory Committee be approved:

a) That the March 1994 meeting of the Special Education Advisory Committee be held on Wednesday, 1994 03 09 and the June 1994 meeting be held on Wednesday, 1994 06 08.

CARRIED.

Recommendations of the
Director of Education

ELEMENTARY/SECONDARY

Moved by Canon Rogers:

That the recommendations of the Director of Education
be approved. CARRIED.

Report of the Name Search
Committee - Mountain
Secondary School

In consideration of new information that has been brought
to his attention, Mr. Darby requested that this report be
referred back to the ad-hoc committee.

Moved by Mr. Darby:

That the Report of the Name Search Committee -
Mountain Secondary School be referred back to the ad-hoc
committee for further consideration.

CARRIED.

The meeting then adjourned.

Read and confirmed,

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Chairman

INVESTIGATION OF THE

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The following is a summary of the investigation conducted by the Department of the Interior, Bureau of Land Management, on the subject of the above-captioned report. The investigation was conducted by the following personnel: [illegible]

The investigation was conducted by the following personnel: [illegible]

The investigation was conducted by the following personnel: [illegible]

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The investigation was conducted by the following personnel: [illegible]



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